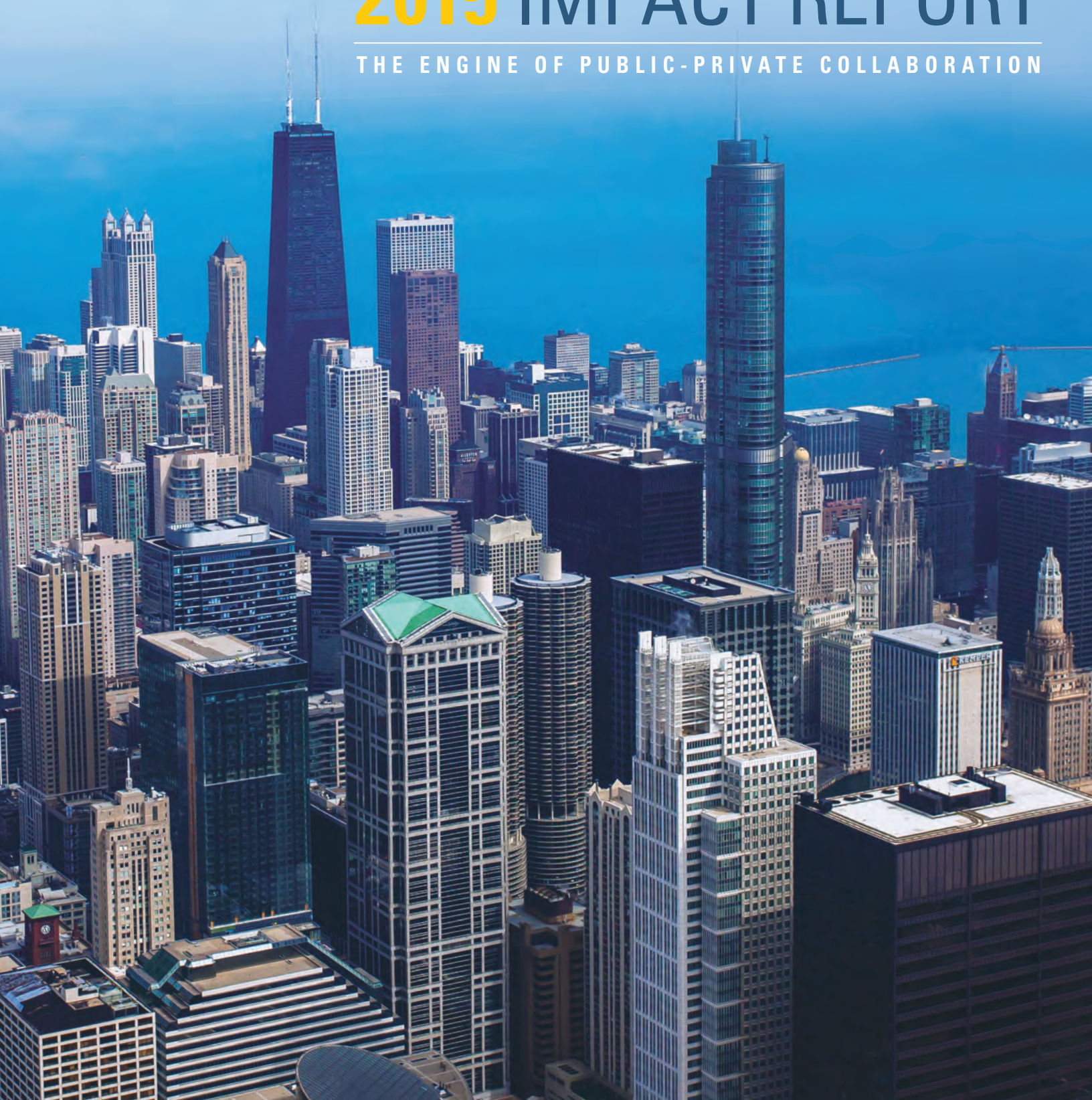


Civic  
Consulting  
alliance

# 2015 IMPACT REPORT

THE ENGINE OF PUBLIC-PRIVATE COLLABORATION







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# \$14 MILLION

of pro bono services invested  
in the things that matter  
most in our region

Education ▪ Public Safety ▪ Healthcare ▪ Economic Growth ▪ Special Projects

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



# Dear Friends,

Chicago is blessed with public and private sector leaders committed to addressing our most pressing needs. Civic Consulting Alliance works with these leaders, and their organizations, to get done more collectively than any one person, organization, or sector can accomplish working alone. This report details the scope and impact of the \$14 million of pro bono services that we and our partners invested over the past year in addressing those most pressing needs—better schools, safer streets, access to healthcare, and an economy that works for everyone.

The year was filled with work on big challenges and exciting opportunities. During our Fiscal 2015 year, Illinois voters elected a new governor, reelected a mayor, and chose a new city treasurer. We were honored when each of these officials asked us to work with their staff to define the priorities for their administrations.

In the case of the gubernatorial transition alone, in the short time between election and inauguration, more than 40 consultants from eight different firms worked together to produce *Building a Better Illinois*, a transition plan for the Governor-elect.

We also continued to support our existing clients, such as:

- The City Colleges of Chicago, where Reinvention has become a national model for education reform. Since our work began with CCC, graduation rates have doubled and are on track to double again. This past year we helped to revamp healthcare programs across the system, in anticipation of next year's launching of the new, state-of-the-art, \$251-million Healthcare campus at Malcolm X College.
- Thrive Chicago, where we helped to create a permanent home for one of the largest collective impact education efforts in the nation.
- Cook County, where we have been working with a broad group of stakeholders to ensure that only those who pose a threat to themselves or society are detained before trial. As a result, 2,000 fewer people are detained every day in Cook County Jail, bringing the jail population to its lowest level since 1991.

Beyond these programmatic accomplishments, we are proud that many Civic Consulting Alliance alumni have gone on to critical leadership positions in public, nonprofit, and private sector organizations across the region. Recognizing an even broader need to train tomorrow's civic leaders, this past year we worked with the University of Chicago and LISC to create the Civic Leadership Academy for public and nonprofit leaders.

The list of achievements from last year is detailed in this report. But none of this is possible without the collaboration of committed, bold clients and a business community that invests every day in our region. To each of our partners, clients, and funders: thank you for the inspiration you give to me by your commitment to our collective work.

In the year ahead, the opportunities to make meaningful change in the lives of Chicagoans abound. In particular, I am excited about our emerging work to improve the labor market, so more growth occurs in middle-wage occupations, while those working in low-wage occupations gain the stability needed to access better paying jobs. This initiative aims to help our economy grow faster, companies be more successful, and the public sector less burdened.

We are proud of the progress we've made, but there's so much more to be done. Thank you for being a part of our journey.

Sincerely,

A handwritten signature in black ink, appearing to read "Brian Fabes".

**Brian Fabes**

*Chief Executive Officer*

# Impact 2015

Since 2006, Civic Consulting Alliance and our partners have invested more than \$125 million in the things that matter the most in the region

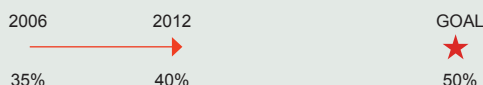
455 PEOPLE ▪ 43 PARTNERS ▪ 70 PROJECTS ▪ \$14 MILLION INVESTED

## Education

Become the most educated city in the nation

### INDICATOR

Chicagoans older than age 25 with at least an Associates degree increased to 40% in 2012 – our goal is to increase to 50%



### OUTCOMES

**14%** of students graduated from the City Colleges of Chicago, up from 7% four years ago, and on track to double again in the next four years

**3,800** Career and Technical Education students earned industry-recognized credentials at CPS

### OUTPUTS

Managed consolidation of multiple, disparate programs and developed new strategy for clinical rotations in support of the development of the new Malcolm X College, a state-of-the-art \$251 million healthcare campus that will prepare 13,000 students each year for careers in healthcare

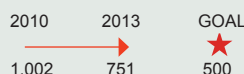
Launched Thrive Chicago as a standalone nonprofit after incubating it for over a year and a half in the Mayor's Office

## Public Safety

Make Chicago the safest big city in the nation

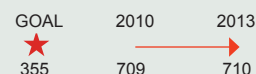
### INDICATOR

Violent crimes per 100,000 residents decreased to 751 in 2013 – our goal is to cut 2010 rate in half



### INDICATOR

The incarceration rate in Illinois increased to 710 per 100,000 residents in 2013 – our goal is to cut in half



### OUTCOMES

**2,000** fewer people are detained every day in Cook County Jail, bringing the jail population to its lowest level since 1991

**41%** of all Bond Court orders did not require detainees to post money prior to release, up from 23% in January 2013

### OUTPUTS

Designed model Bond Court in Cook County and launched evidence based risk assessment tool to decrease the number of non-violent offenders in Jail

Released initial report on Illinois State Commission on Criminal Justice and Sentencing Reform's pathway to reduce incarceration 25% by 2025

## Economic Growth

Grow an economy that works for everyone

### INDICATOR

Regional employment increased to 3.8M in 2014 – our goal is to increase to 4.3M



### INDICATOR

Regional median hourly wage decreased to \$18.25 in 2014 – our goal is to return to 2010 level



### OUTCOMES

**50M** tourists visited Chicago in 2014, the most on record, bringing Chicago closer to its target of 55M

### OUTPUTS

Developed new, public-private structure and implementation plan for the Illinois Department of Commerce and Economic Opportunity

Identified sectors that could attract 15,000 new middle class jobs by 2018

Created a 90-Day Action Plan for the new City Treasurer to guide efforts to reduce pension costs and increase investments in communities

## Special Projects

Address critical, urgent needs

### OUTPUTS

Worked with 8 partners and more than 40 consultants to develop a transition report, priorities, and operational assessment for Illinois' new Governor – the most comprehensive gubernatorial transition materials in Illinois history

Recruited the new Chief Technology Officer for the State of Illinois

Co-developed and launched the Civic Leadership Academy with LISC and the University of Chicago, which graduated 28 leaders from public and non-profit sectors in June

Staffed the Mayoral Second Term Priorities Committee, which made recommendations for the next four years in public engagement, economic growth, and expanding pre-K education

Analyzed Chicago Public Libraries' technology availability and usage data and provided recommendations to increase laptop usage, allocate technology resources effectively, and set technology policies that will increase patron usage and satisfaction

Developed strategy for the Chicago Park District Foundation to help secure the financial future of Chicago's parks



## OUR MISSION

**Our Mission is to make Chicago a great region in which to live, work, and do business. We leverage pro bono resources and private donations with committed government leaders to provide better educational opportunities, safer streets, access to healthcare, and an economy that works for everyone.**





## OUR VISION

**Civic Consulting Alliance strives to accomplish more working together than any one organization or sector can accomplish on its own. By amplifying the outcomes of everyone's work, we aspire to serve as a model of collaboration for cities across the nation.**



# Education

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The future of Chicago is inextricably linked to the success of its schools. Education prepares our workforce, strengthens families and communities and brings an intellectual vitality to everything we do. Our ability to prepare our youth for the future says a lot about who we are and what we want our future to look like. ■ Our vision in education is that every student in Chicago will earn a post-secondary degree of economic value.

In the area of education, Civic Consulting Alliance focuses on:

- Developing a cohesive system to support student achievement both in and out of school
- Producing scalable impact to improve the educational outcomes for large numbers of students
- Implementing and testing new educational models
- Reinventing our community colleges, the pathway to a better life for more than 100,000 Chicagoans every year

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*“We have turned our City Colleges from teaching students what they should have learned in high school to preparing them for good-paying jobs and good careers.”*

**MAYOR RAHM EMANUEL,**  
*City of Chicago*





2015 EDUCATION SNAPSHOT

14

PROJECTS  
EXECUTED

\$1.3M

DOLLARS  
INVESTED

10

PARTNERS  
ENGAGED

102

PEOPLE  
INVOLVED



# The Reinvention of City Colleges of Chicago

**The last five years at City Colleges of Chicago is recognized as one of the most profound and rapid transformations of a community college system anywhere. Today, the City Colleges of Chicago are achieving the kind of performance that was thought impossible just a short time ago: graduation rates have doubled, advisors per student have increased twofold, and \$51 million in operational efficiencies were redirected to the classroom.**

**Leading this change is Chancellor Cheryl Hyman, who has teamed up with the Civic Consulting Alliance and its partners to advance one of the most ambitious institutional turnarounds in Chicago history.**

For many low-income Chicagoans, education and training is the path to a better life. But by the middle part of the last decade, the City's community colleges had lost a step. Enrollment had fallen from 200,000 to 115,000 in fewer than 10 years. Barely seven percent of first-time students attending full time were completing a certificate or degree, just a third of the national average. Eighty percent of programs were graduating fewer than 45 people per entering class and too many of these programs weren't tied to actual regional economic need. Fifty-four percent of degree seeking students were quitting in their first six months. While City Colleges was meeting its goal of providing access, the Colleges were not, by objective standards, putting students on the road to success.

The origins of the turnaround can be traced to 2007, when Civic Consulting Alliance, at the behest of then Mayor Daley and in partnership with the Boston Consulting Group and the Federal Reserve Bank of Chicago, convened a panel of civic, educational, non-profit, and business leaders across the city. The group was charged with answering one fundamental question: what role should the City Colleges play in the future

of Chicago? The answer: move tens upon tens of thousands of Chicagoans to productive employment every year, either directly to the workforce or through the 4-year system.

In 2010, Cheryl Hyman was appointed as Chancellor and quickly established herself as the kind of client that Civic Consulting Alliance looks for: visionary, collaborative, committed to change, and willing to make the tough decisions. The process of "Reinvention," as this initiative is now called, took shape. Everything from the student registration process to the student program portfolio was overhauled.

Over the next few years, Civic Consulting Alliance recruited and deployed a range of world-class expertise. McKinsey & Company helped develop the detailed strategic blueprint for Reinvention; Accenture redefined technology needs and strategies; KPMG designed new procurement processes and reengineered other operational functions; Lantern Partners provided key recruiting services; and R. Kent Carson contributed important human resources services. All this work was done in collaboration with Chancellor Hyman's new leadership team and dozens of faculty, staff, and students, who came from all corners of Chicago to be part of Reinvention.

*Continued on next page*

## 2015 Education Projects

Chicago Public Library Partnership Strategy  
Chicago Public Library Performance Management  
Chicago Public Library Reduction of Hold Times  
Chicago Public Library Technology Analysis  
Chicago Public Schools Citywide STEM Initiatives Support  
Chicago Public Schools Design High School  
Chicago Public Schools Early College STEM Schools  
Chicago Public Schools Financial Education Plan

Chicago Public Schools Southside Selective Enrollment Marketing Plan  
Malcolm X Clinical Strategy Transformation  
Malcolm X Healthcare Transformation  
Thrive Chicago Anchor Transition Plan  
Thrive Chicago Program Management  
Thrive Chicago Data Architecture



*“Civic Consulting Alliance knows how to cut through complex problems and relationships to get the work done. We are lucky to have them as partners in this work.”*

**CHERYL HYMAN,**

*Chancellor, City Colleges of Chicago*



#### **CITY COLLEGES OF CHICAGO REINVENTION PRO BONO PARTNERS**

Accenture  
The Boston Consulting Group  
McKinsey & Company  
KPMG LLP  
Lantern Partners  
R. Kent Carson  
Towers Watson

One step at a time, results began to emerge. The total number of awards (degrees and certificates) topped 10,000 for the first time. Graduation rates doubled. Operations began running more effectively. Last year, City Colleges met or exceeded at 20 out of 24 key metrics of performance and reinvention.

Reinvention is not complete. There is more to do. But City Colleges of Chicago is on an extraordinary path of renewal and reinvention which has an incalculable benefit.

#### **Collaborating to make a difference in education:**

*Mayor's office teams up with CEO to highlight how collaboration changes youths' lives*

## *A “Model City,” says Arne Duncan*

## *City Colleges graduation rate set to double by 2019*

*Kennedy-King College receives the Aspen Institute's Rising Star Award for community college excellence*

# Public Safety

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**Like all major cities, Chicago needs a public safety and criminal justice system that protects human life and property and treats all residents justly. Reducing Chicago's violence rate requires unprecedented collaboration between multiple government agencies, community groups, non-profits and residents. ■ Our vision in public safety is that Chicago is the safest big city in America.**

**In the area of public safety, Civic Consulting Alliance focuses on:**

- Multi-stakeholder collaboration to develop a Model Bond Court
- Reducing recidivism
- Pursuing alternatives to incarceration through diversion programs and specialty courts
- Understanding the statewide financial and public safety implications of incarceration, as a platform to make better policy decisions

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**“Lowering the jail population and reducing the exorbitant costs associated with detention have been one of my top priorities, and it will remain a focus until we see a significant and sustainable decrease in the population. The cost to taxpayers is too high, and the negative consequences for non-violent offenders who cannot afford bail are too great for us to grow complacent about this critical issue.”**

**PRESIDENT TONI PRECKWINKLE,**  
Cook County Board





## 2015 PUBLIC SAFETY SNAPSHOT

**5**

PROJECTS  
EXECUTED

**\$600K**

DOLLARS  
INVESTED

**3**

PARTNERS  
ENGAGED

**15**

PEOPLE  
INVOLVED



# Cook County Jail Launches New Risk Assessment Tool

**With more than \$300 million spent on Cook County jail each year, Illinois taxpayers pay a high price for keeping their streets safe. Unfortunately, 93 percent of those housed in Cook County jail are not serving a sentence, and 70 percent are accused of non-violent crimes: they are locked up because they cannot afford to post bail.**

**Understanding the need for reform, Civic Consulting Alliance teamed up with the Illinois Supreme Court and the Administrative Office of Illinois Courts to revise the bond court process and reduce the number of people unnecessarily held in jail. With the help of two private sector partners, an evidence-based tool was launched, and will pave the way for a more fair, cost-effective criminal justice system.**

Nearly three quarters of the men and women in Cook County Jail awaiting trial are behind bars for non-violent crimes. Many could be safely released, but they remain in detention before going to court because they cannot afford to post bond.

The human cost of holding people in jail who have not been convicted of a crime is high: while detainees wait for trial, they may lose their housing, jobs, or school enrollment. The cost to taxpayers is similarly high: at \$143 per inmate per day, Cook County Jail—the nation’s second-largest single-site jail—costs Illinois taxpayers more than \$300 million each year.

Building off pro-bono support from A.T. Kearney and Mayer Brown, since October 2014 Civic Consulting Alliance has been working with the Illinois Supreme Court, the Administrative Office of the Illinois Courts, and Cook County criminal justice stakeholders to increase the release of low-risk detainees while improving community safety. The goal of this work is simple: to create and implement a new operational format for Cook County’s bond court and pretrial services to keep people out of jail who do not need

to be there. In doing so, this work serves the interests of defendants and residents alike and reduce the human and financial costs of the County’s over-reliance on jail. This past spring, the efforts of Civic Consulting Alliance and its partners helped reduce the jail population by 2,000 people per day, bringing it to its lowest level since 1991.

On July 1, Civic Consulting Alliance helped Cook County Jail reach another important milestone with the implementation of the new Public Safety Assessment-Court (PSA-Court) tool, which helps judges determine whether a detainee is at risk of committing another crime or failing to appear for his or her court date. This evidence-based tool relies on each individual detainee’s criminal history and is a critical component of a model bond court. In the coming months, the PSA-Court tool is expected to continue to reduce the number of people unnecessarily jailed before trial in Cook County.

*Continued on next page*

## 2015 Public Safety Projects

Cook County Model Bond Court Project Management  
Cook County Pilot Model Bond Court Planning  
Department of Family and Support Services Employment Opportunities for Youth  
Oversee the Public Defender’s Priority Planning  
SPAC Partnership to Support to the Illinois State Commission on Criminal Justice and Sentencing Reform



*“The recent reduction in Cook County’s jail population is an early sign of what can happen when leaders come to the table and work together.”*

**JUSTICE ANNE BURKE,**

*Illinois Supreme Court*



**MODEL BOND COURT  
PRO BONO PARTNERS**

A. T. Kearney  
Mayer Brown

“I am encouraged by the early results of collaboration between criminal justice system leaders across Cook County,” said Illinois Supreme Court Justice Anne Burke, who sought out Civic Consulting’s

help at the beginning of the project. “The recent reduction in Cook County’s jail population is an early sign of what can happen when leaders come to the table and work together.”

### **Collaborating to make a difference in public safety:**

*Risk assessment tool implemented to decrease non-violent offenders in jail*

*Foundation set to exchange criminal justice data among key stakeholders*

*Jail population falls below 8,000  
for the first time since 1991*

*Personal recognizance bonds double from 2013 levels*

# Healthcare

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**The healthcare landscape is transforming, creating both opportunities and challenges. Navigating these changes to provide access to quality, affordable healthcare is a top priority for any region. ■ Civic Consulting Alliance and partner healthcare experts are working together to create an accessible and financially sustainable healthcare system. Through our work with Cook County Health and Hospitals System, we have an important role in increasing the rate of patients accessing primary care, reducing wait times, and saving tens of millions in public funds.**

**In the area of healthcare, Civic Consulting Alliance focuses on:**

- Transforming Cook County Health and Hospitals System to a provider of choice
- Improving access to care for the uninsured
- Using care resources more efficiently

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**“The spark [Civic Consulting Alliance] gave to this effort was a huge relief to clinicians — but more importantly, patients — who had suffered by the inefficient and far-flung distribution of clinical services there.”**

**DR. JOHN JAY SHANNON,**  
*CEO, Cook County Health and Hospitals System*





## 2015 HEALTHCARE SNAPSHOT

**6**

PROJECTS  
EXECUTED

**\$350K**

DOLLARS  
INVESTED

**3**

PARTNERS  
ENGAGED

**31**

PEOPLE  
INVOLVED



# The Journey to Transform Cook County Health and Hospitals System

**The last few years at the Cook County Health and Hospitals System (CCHHS) suggest that even the largest, most complex institutions can renew and reinvigorate. As it turns out, there's no such thing as 'too big to change.'**

**While CCHHS's transformation has only just begun, the system has steadied itself and set a course for a sustainable future. This has happened because a host of constituents came together, including the Cook County Board President, the CCHHS Board of Directors and Chief Executive Officer, CCHHS leadership and staff, and a talented group of private sector pro bono partners led by Civic Consulting Alliance.**

Cook County Health and Hospitals System is the centerpiece of the region's health care safety net, serving hundreds of thousands of residents annually. For more than a century, the system has been an irreplaceable asset—not just to the physical well-being of families, but to the financial stability of surrounding hospitals.

But over time, like many public institutions of its size and breadth, CCHHS experienced chronic funding and operational challenges, political pressures, and frequent leadership changes. Further complicating matters, tectonic shifts in health care promised to upend the entire hospital operating paradigm. How could a large urban public hospital system ever hope to keep up?

By 2011, existential questions about the future role and design of CCHHS needed to be asked and answered. In 2012, the new CEO of CCHHS, Dr. Ram Raju, and Cook County Board President Toni Preckwinkle set out to prove that public sector transformation can happen on a very large scale. In 2012, Dr. Raju asked for the private sector's partnership in transforming health care in Cook County. He quickly established himself as the kind of client Civic Consulting Alliance looks for: committed to change, able to make tough decisions, and willing to collaborate.

Civic Consulting Alliance recruited and coordinated more than 20 private sector partners who brought their expertise and time to help transform this storied institution.

The journey began with the design of a new executive leadership structure that would equip CCHHS to navigate health care changes. To enable the CEO to pick his team, Bain & Company developed the business rationale to fast-track key changes. Bain also established a management office and metrics to make sure the new CountyCare health plan achieved liftoff. Today, CountyCare has enrolled more than 100,000 vulnerable adults, many accessing health care for the first time, and has built a broad network of hospitals and clinics to serve these members.

CCHHS has also worked to improve operations. Financials were assessed. Billing was evaluated and revamped. Procurement was revised. Attention was paid to the skill sets of frontline employees. Strategic Talent Solutions developed and then implemented leadership training for managers of patient-facing staff. The entire patient experience went under the microscope, down to the front desks and comfort of the furniture. Pilot projects across the system achieved results such as reducing unanswered phone calls by half; doubling

*Continued on next page*

## 2015 Healthcare Projects

- Cook County Health and Hospitals System Network and Capability Planning
- Cook County Health and Hospitals System Transformation Planning
- Cook County Outpatient Health Centers
- Cook County Outpatient Health Centers: Oak Forest Transformation
- Cook County Regional Healthcare Strategy
- Cook County Uninsured Strategy Design



*“Civic Consulting Alliance has brought the altruism of the private sector to our health system at a pivotal time, with extraordinary commitment and purpose.”*

**DR. RAM RAJU,**

*Former CEO, Cook County Health and Hospitals System*



the rates of patients accessing primary care; and reducing wait times at one clinic by 25 percent. While financial challenges remain and year-to-year results will vary, in fiscal year 2014 CCHHS lowered its local tax funding by \$76 million with County taxes contributing just 15 percent, compared with 50 percent in 2009.

And the work of bringing pro bono private sector expertise to this public institution continues today. Strategy& has supported CCHHS in defining its roadmap to take responsibility (and get funded) for keeping residents healthy. Pro bono volunteers are helping the

organization transition a declining inpatient hospital into a thriving outpatient clinic in the south suburbs. KPMG and Deloitte are listening to patients' preferences to prioritize changes at clinics that will make CCHHS accessible. Sg2 and the Boston Consulting Group have examined how other metropolitan areas have managed their uninsured populations.

CCHHS's journey of transformation will take years, perhaps decades. There are no easy answers given the magnitude of the change and the uncertainties of the health care environment. But the first steps are to make sure everyone is aligned with the direction forward; to optimize daily operations; and to understand what market adjustments must be made.

While challenges remain, today at CCHHS, wait times are lower, the number of insured is higher, the patient experience is better, and the future looks brighter. This is what is possible when Chicago's business community comes together to support a public institution that is so essential to fabric of our communities.

#### **COOK COUNTY HEALTH AND HOSPITAL SYSTEMS PRO BONO PARTNERS**

Anne Leyden  
Bain & Company  
The Boston Consulting Group  
Bryan Preston  
Cannon Design  
Deloitte LLP  
Global Economics Group, Inc.  
Gregory Kurth  
Inward Strategic Consulting  
Jones Day  
KPMG LLP  
McKinsey & Company  
Northwestern School of Education  
and Social Policy  
The PrivateBank  
Sg2  
Strategic Talent Solutions  
Strategy& (Formerly Booz  
& Company)  
Target GIS  
The University of Chicago Booth  
School of Business  
University of Illinois at Chicago  
School of Public Health  
Zeno Group

#### **Collaborating to make a difference in healthcare:**

*CCHHS pilot increases high-risk patients visiting primary care clinics from 35% to 70%*

*CCHHS reduces reliance on  
local taxpayers by 66% since 2009*

*Second class graduates from CCHHS Leadership Development Program*

*Innovative model helps CCHHS respond to community needs*

# Economic Growth

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**Economic opportunity is what moves great cities forward and is the antidote to a host of underlying social challenges, such as crime, education, and access to healthcare. ■ Our vision in economic growth is that Chicago has an economy that works for everyone.**

**In the area of economic development, Civic Consulting Alliance focuses on:**

- Increasing the number of jobs that provide economic mobility
- Developing a skilled and employment-ready workforce
- Growing industries like tourism where civic engagement can significantly enhance job growth

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**“Civic Consulting’s efforts will help our office save millions of dollars for Chicago’s taxpayers. Their hard work and dedication will pay dividends for decades to come.”**

**KURT SUMMERS,**  
*Treasurer, City of Chicago*





## 2015 ECONOMIC GROWTH SNAPSHOT

**23**

PROJECTS  
EXECUTED

**\$1.6M**

DOLLARS  
INVESTED

**18**

PARTNERS  
ENGAGED

**108**

PEOPLE  
INVOLVED



# Boosting Tourism through Focus, Inquiry and Action

**Fifty million visitors pump billions of dollars into Chicago's economy annually, creating more than 100,000 jobs and \$800 million in tax revenue.**

**To ensure Chicago was maximizing its tourism potential, city leaders took stock of how it promoted itself to the rest of the world. Sure enough, while other cities saw tourism rising, Chicago's was falling.**

**Bringing together civic leaders and private sector expertise, Civic Consulting Alliance helped build Choose Chicago, a unified tourism body charged with attracting visitors to the city. Within two years, Choose Chicago helped improve tourism numbers by almost every metric, proving that with collective will and collaboration, economic impact can be achieved.**

The recession that began in 2008 devastated tourism everywhere. But where other cities began to see their tourism numbers move upward as the recovery began, Chicago remained stuck. What had been 46 million visitors to Chicago in 2007 had fallen to 39 million visitors by 2010. Something wasn't right.

Concerned about the trend lines, the city's tourism leaders began a process of examination and reflection. Important questions were asked. What are other cities doing? Do we have the right message and marketing strategy? Are we investing enough money? How should we structure the organization responsible for promoting our city?

To get the ball rolling, Don Welsh, then-CEO of the Chicago Convention and Tourism Bureau, asked Civic Consulting Alliance to analyze the tourism efforts of other cities around the country. Working with Griffin Strategic Advisors, Civic Consulting Alliance examined 11 U.S. cities and found that other cities were investing more resources in tourism. Trends were identified: for example, cities like New York City were making significant inroads with international visitors, by far the most lucrative traveler segment. The investigation also uncovered some of the

advantages of having a unified tourism office, whereas Chicago tourism efforts had been managed by a several different organizations.

Next, the Mayor's Office convened a steering committee of top leaders across all sections of the tourism industry, with staffing from Civic Consulting Alliance. The committee was charged with finding workable solutions to improve Chicago's tourism performance. Among the group's main recommendations was a call to unify the two principal tourism bodies under a single office. In early 2012, Mayor Emanuel announced that the Chicago Convention and Tourism Bureau and the Chicago Office of Tourism and Culture would be consolidated into a newly branded organization called Choose Chicago.

The consolidation was supported by Civic Consulting Alliance, McKinsey & Company, and Jones Day, and brought new strategic focus and increased funding to the City's efforts to promote itself.

Other projects followed. Civic Consulting Alliance performed market analysis supporting the Mayor's announcement of specific tourism goals to achieve by 2020. The Boston Consulting Group led a detailed benchmarking study of ten international cities to

*Continued on next page*

## 2015 Economic Growth Projects

Chicago Park District Communication Strategy  
Chicago Park District Economic Impact Project Report  
Chicago Treasurer Pension Fee Negotiation  
Choose Chicago Decision Framework  
Choose Chicago Funding Options  
Cook County 2018 Strategy  
Cook County Communications Plan  
Cook County Sub-Regional Economic Planning  
Department of Commerce and Economic Opportunity  
Public Private Partnership Branding  
Department of Commerce and Economic Opportunity  
Restructuring Phase 1 and 2

Department of Cultural Affairs and Special Events  
Program Survey  
Innovation-Based Jobs Strategy  
Loading Zone Reengineering  
Metra Strategic Plan Implementation and Performance  
Management  
Streamline Regional Procurement  
Win-Win Jobs Strategy: Education, Healthcare, and Retail  
Win-Win Jobs Symposium  
World Business Chicago Middle Class Jobs Strategy  
Working Families Taskforce



*“Our partnership with the team at Civic Consulting has delivered tremendous results.”*

**DON WELSH,**  
CEO, Choose Chicago



#### CHICAGO TOURISM PROJECT PRO BONO PARTNERS

Adam Helman  
American Association  
of Advertising Agencies  
The Boston Consulting Group  
Griffin Strategic Advisors, LLC  
Jones Day  
Kellogg School of Management  
McKinsey & Company  
Suzanne Campion

determine what type of attraction mix was needed. Adam Helman and Suzanne Campion helped the City reexamine its cultural tourism strategy and find ways to promote Chicago's neighborhoods. McKinsey & Company examined long-range funding options to support continued investments.

Today there is a new energy and focus in promoting our great city. More resources are being applied to a more strategic and social media-rich marketing effort. Significant tourism projects, such as the Chicago Riverwalk development and citywide lighting framework plan, were informed and inspired by the initial examina-

tions into what kind of attractions would help bring people to the city.

As a result, tourism numbers have rebounded. In 2014, tourism rose to 50 million visitors and the trend lines are heading north. Tens of thousands of jobs are being created. Millions of dollars in tax revenues are being generated and invested in services benefiting all Chicagoans. A lot can be accomplished when a bit of focus, inquiry, and action are applied to a civic endeavor. Civic Consulting and our partners are proud to have played a part.

#### Collaborating to make a difference in economic development:

*Chicago receives 50 million visitors for the first time*

*Chicago raises annual tourism goal  
to 55 million visitors based on strategy success*

*Big changes expected from City Treasurer*

*Economic study shows impact of neighborhood parks*

# Special Projects

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Civic Consulting Alliance works with public sector leaders on a variety of special projects aimed at advancing our broader goals in education, public safety, healthcare, and economic growth. In our special projects, we bring people and agencies together to address critical, urgent needs.

## Recent examples of our special projects work includes:

- Transitioning Illinois' new Governor into office
- Assisting the Mayor of Chicago in setting priorities for his second term
- Preparing Chicago's new Treasurer for his first term by prioritizing initiatives
- Developing and leading the Civic Leadership Academy, which graduated its first cohort of 28 fellows in June 2015

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*“I am incredibly excited about what the Civic Leadership Academy can lead to, what it does, and what it adds to the uniqueness of Chicago.”*

**STEVE KOCH,**  
*Deputy Mayor, City of Chicago*





## 2015 SPECIAL PROJECTS SNAPSHOT

22

PROJECTS  
EXECUTED

\$9.7M

DOLLARS  
INVESTED

16

PARTNERS  
ENGAGED

196

PEOPLE  
INVOLVED



## Race to the Start: A Transition in Action

**The transition between election and inauguration is a critical phase in any new governorship, where policy priorities are shaped and an administration is built. Just days after Illinois Governor Bruce Rauner's election, Civic Consulting Alliance was asked to assess policy and operational issues facing the incoming administration.**

**Civic Consulting Alliance mobilized 40+ private sector consultants from eight partner firms to curate the best strategic insight from constituencies around the state, engaging 132 committee members across 12 functional areas to execute one of the most comprehensive state-level transition plans ever produced.**

One of the most vulnerable moments for any government is the transition from one chief executive to the next. Overnight, a campaign team turns its focus from winning an election to running a government. This can be a disorienting process. A slow or cumbersome transition will, at best, put a new administration on its hind legs from the start. At worst, critical day-to-day operations can be disrupted.

At the federal level, presidential candidates receive preparatory briefings, office space and transition staff many months before the election. At the state level, the process is less defined.

The challenges facing any governor-elect are daunting. Beyond the appointments and legislative strategy, there are major policy and operational considerations. Newly-appointed agency directors have their own transitions to manage and functional learning curves to climb. Beyond the budget and policy decisions, the administration must listen to and represent constituencies with diverse interests and opinions across the state.

How does a new administration start to understand, and then manage, Illinois' \$66 billion budget—inherited virtually overnight? The transition timeline is unforgiving.

In our recent gubernatorial election, the new administration had just 44 business days to get to the starting line.

To prepare for this task, Governor-elect Rauner's team contacted Civic Consulting Alliance and asked for assistance mobilizing an operation the scope and scale of which had never been attempted before in Illinois. The objective of the effort was to identify challenges and opportunities in policy and operations, and engage hundreds of stakeholders to help the new administration hit the ground running on behalf of every resident of the State.

Civic Consulting Alliance immediately began to work on what it's done best for 25 years: mobilizing the private sector to bring pro bono expertise and capacity to a public interest initiative. In a matter of days, 28 transition co-chairs were appointed across 12 functional areas in: agriculture; economic development; education; emergency management; energy, environment, utilities, and natural resources; health and human services; information technology; infrastructure; intergovernmental efficiencies and local government; law enforcement and criminal justice; operations; and veterans. Forty-four policy co-chairs and 132 committee members representing a wide cross section of Illinois stakeholders and interested parties

*Continued on next page*

### 2015 Special Projects

Chicago Park District Foundation Strategy  
Chicago Treasurer Transition  
City Procurement Reform Taskforce  
Cook County Summer Fellows  
Department of Information Technology Pothole Data and Response  
Gubernatorial Opportunities for Illinois  
Gubernatorial Opportunities for Illinois Legal Analysis  
Gubernatorial Transition Management - Economic Development  
Gubernatorial Transition Management - Education  
Gubernatorial Transition Management - Energy and Environment

Gubernatorial Transition Management - Healthcare and Human Services  
Gubernatorial Transition Management - Infrastructure  
Gubernatorial Transition Management - Operations  
Gubernatorial Transition Management - Public Safety  
Gubernatorial Transition Management - Technology  
Gubernatorial Transition Plan  
Illinois Chief Technology Officer Search  
Mayoral Second Term Priorities Committee  
Mayoral Transition 2015  
Skills for Chicagoland's Future Strategic Plan  
University of Chicago Leadership Academy  
World Sport Chicago Merger Strategy



*“This transition effort wouldn’t have happened without the willingness of all the firms—some of whom compete in the marketplace—to collaborate closely, in the service of a better future for Illinois.”*

**JOHN GARABEDIAN,**

Senior Partner and Managing Director,  
The Boston Consulting Group



were announced shortly thereafter. Altogether, more than 40 consultants from eight partner firms, including Accenture, Bain & Company, The Boston Consulting Group, Colliers International, Deloitte LLP, EY, Leff Communications and McKinsey & Company, contributed their time and expertise to this effort.

The teams interviewed hundreds of experts, requested and read more than 1,400 pages of policy memos, and reviewed more than 2,500 ideas submitted by the general public through a website. Collectively, they dedicated thousands of hours to identifying promising strategies from other states and drafting recommendations.

From the outset, the teams were guided by several principles: be comprehensive in evaluating policies; be rigorous and fact-based in analyses; and be inclusive and nonpartisan, ensuring that promising ideas were considered regardless of the source. On January 9, 2015 the team published *Building a Better Illinois: Report of the Transition Committee Co-chairs to the Governor-elect*, which provided a framework for the new administration. The report contained a new vision for Illinois in each of the 12 policy areas, with 46 critical strategies for each area, and 81 ideas that the administration could act on in its first 100 days. The teams also hosted policy and operations transition briefings for the Governor’s new directors, and provided a framework to transform of State’s IT and operational capabilities.

There is a great American tradition of wishing the best for a new administration after a hard-fought campaign. But wishing is not a strategy. Thanks to an extraordinary effort by a host of civic-minded private-sector companies and hundreds of residents from across the state, Governor Rauner’s administration came to the starting line with a wealth of information and perspective and hit the ground running.

#### GOVERNOR’S TRANSITION PRO BONO PARTNERS

Accenture  
Bain & Company  
The Boston Consulting Group  
Colliers International  
Deloitte LLP  
EY  
Leff Communications  
McKinsey & Company

**Collaborating to make a difference in the region’s critical needs:**

*Eight state directors transition into office*

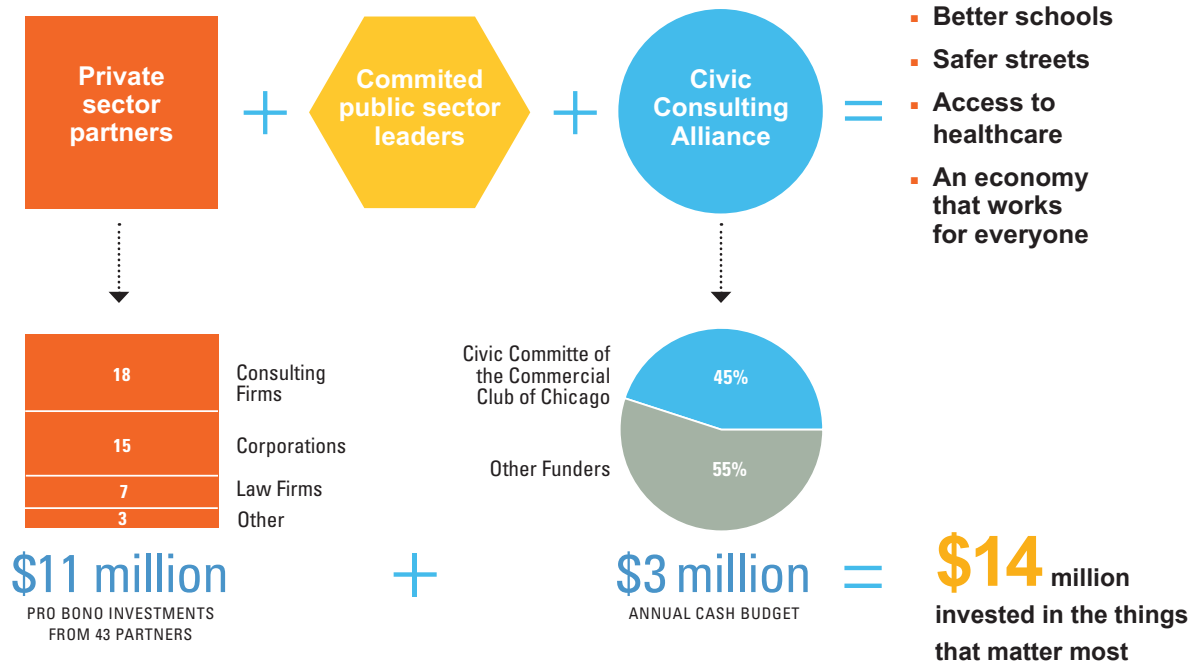
*Public-private collaboration multiplies  
impact for procurement reform*

*Mayor accepts transition committee report on priority policy recommendations*

*Illinois appoints new Chief Technology Officer*

# How Our Model Works

## FINANCIALS



## HISTORY

The unique Civic Consulting Alliance model began with a request from Chicago Mayor Harold Washington in 1985, but our roots delivering pro bono service for the good of the region go back more than a century. Here is our story.

### Commercial Club of Chicago

By 1877, Chicago had become a leading industrial and commercial center. To support the city's growing economic vitality, leading businessmen formed the Commercial Club of Chicago to undertake various civic, social, and economic pro bono projects. In 1909, the Club underwrote Daniel Burnham's Plan of Chicago, which earned worldwide recognition and inspired a 50-year development and beautification program. Over the years, the Commercial Club continued to play an important role in Chicago's transformation to the world class city it is today.

### Civic Committee of the Commercial Club

In 1983, the Commercial Club released its seminal *Jobs for Metropolitan Chicago* study, showing how Chicago was losing its economic prominence. To reverse this trend, the Commercial Club created the Civic Committee to keep Chicago on the leading edge of economic development. Since its founding, the Civic Committee has been at the forefront of public policy,

focusing on school reform, fiscal stability, public health, and other critical issues.

### Civic Consulting Alliance

In 1985, Chicago Mayor Harold Washington asked the Civic Committee to evaluate the fiscal health of the city. Heeding his call, more than 70 business leaders donated their time to study the budget, evaluate long-range financial prospects, and find ways of strengthening the city's bottom line. To help the city implement these recommended reforms, the Civic Committee organized the Financial Research and Advisory Committee (FRAC) to engage pro bono private-sector expertise. The initiative was so successful that the scope of FRAC's work expanded beyond the operational reform recommendations in 1985 to include many broader challenges of governmental and municipal management.

In 2005, FRAC formally changed its name to the Civic Consulting Alliance. The name change reflects both the wider range of issues the organization takes on today and our unique approach to working with pro bono partners. Our goal remains the same, to make Chicago a great region in which to live, work, and do business.



## MESSAGE FROM THE BOARD CHAIR

# Dear Friends,



In Chicago, public-private partnerships are part of the city's DNA. You don't stand out by being involved. You stand out if you're not involved. So the real challenge facing a business leader who wants to make a difference in Chicago is where to focus his or her efforts.

Civic leaders get involved with Civic Consulting Alliance because they want to make a real difference in Chicago and in Illinois —and that is what this organization does. Civic Consulting Alliance is responsible for some of the most tangible, high-impact work in our region. I work with Civic Consulting because I get the opportunity to develop the most essential elements of our community — improving our schools, making our streets safe, helping others get the healthcare they need, and reshaping our economy. These are the things that matter.

What makes this work possible? It is the commitment of Chicago's world-class business community.

To those who provide pro-bono work or funding to run Civic Consulting, we are deeply indebted — as is everyone who lives in the Chicago region and in our state. The work we do is your work. It is your people, your teams, and your talent that Civic Consulting organizes and deploys. Without your willingness to contribute and to collaborate with others — often business competitors — in the private sector, none of this happens.

For those of you who are not yet involved, I encourage you to consider becoming part of the life and future of Chicago. In addition to the direct impact we make, Civic Consulting plays a critical role in developing the next generation of leaders who will one day manage every sector of our city, county, and state. Your employees who work on our teams come back to your organization with new skills, new networks, a new appreciation for how to get things done in Chicago, and always new energy for tackling big challenges.

As a business person, you don't always get to be part of finding the solutions to big public policy challenges. Working with Civic Consulting Alliance, you will. Year after year, it is inspiring to watch what new heights can be reached, and what entrenched challenges faced and surmounted, when we all work together.

Being part of the business community in Chicago is a pleasure. Being part of the civic infrastructure that is Civic Consulting Alliance and giving back to this amazing city is an extraordinary honor. Thank you to all who have donated time and resources to making our region better.

Sincerely,

A handwritten signature in dark ink, appearing to read 'J. Glerum, Jr.', written in a cursive style.

**James T. Glerum, Jr.**

*Board Chair*

# 2015 Contributing Partners

Civic Consulting Alliance recruits pro bono talent from the most respected companies in the world. Our pro bono teams are a “who’s who” of Chicago’s private sector. Our partners include financial service companies, management consultancies, law firms, corporations, and individuals.

## FIRMS

A.T. Kearney	GCM Grosvenor	Mu Sigma
Accenture	Global Economics Group, Inc.	Oliver Wyman
Arena Partners, LLC	Goldman Sachs	Roland Berger Strategy Consultants LLC
Ariel Investments, LLC	Jones Day	Schiff Hardin LLP
Bain & Company	Kellogg School of Management	The BizMark Group Inc
BCN Creative	Kirkland & Ellis LLP	The Boston Consulting Group
Bryan Cave LLP	KPMG LLP	The Greatest Good
Colliers International	L.E.K Consulting	The PrivateBank
Deloitte LLP	Lantern Partners	Thirdwave
DLA Piper LLP (US)	Leff Communications, Inc.	Towers Watson
Dovetail Communications, Inc.	M.A. Rood Company	Tur Partners, LLC
Dykema Gossett PLLC	Mayer Brown LLP	Wrapparts
Exelon Corporation	McKinsey & Company	Zeno-A Daniel J. Edelman Company
EY	Meisrow Financial	
Federal Reserve Bank of Chicago	Microsoft Corporation	

## INDIVIDUALS

Antonio Benecchi	Frank Battle	Neil Khare
Brian Hanessian	Frank Beal	Richard Kateley
Charlie Weikel	Janet Nicholson	
Ed Roberge	Leah Schneck	

“There is no organization as special and unique as Civic Consulting Alliance in terms of impact.”

**KISH KHEMANI,**  
Partner, A.T. Kearney

“Jones Day attorneys consider working with Civic Consulting to be among their most rewarding professional experiences.”

**DAN REIDY,**  
Partner, Jones Day

“If you’re considering working with Civic Consulting, do. There’s nothing more rewarding than knowing your hard work has made a difference in public life.”

**MATTHEW CROWL,**  
Partner, Schiff Hardin

If you are interested in becoming a partner, please contact Brian Fabes ([bfabes@ccachicago.org](mailto:bfabes@ccachicago.org)).



# 2015 Contributing Funders

Our cash budget is funded by the Civic Committee of the Commercial Club of Chicago, as well as foundations, individuals, and corporations that are committed to our work of making Chicago a thriving region for all. The following foundations, trusts, corporations, and individuals have made recent financial contributions to Civic Consulting Alliance:

## FOUNDATIONS

The Bluhm Family Charitable Foundation  
Civic Committee of the Commercial Club of Chicago  
Finnegan Family Foundation  
The Joyce Foundation  
The John D. & Catherine T. MacArthur Foundation  
The Robert R. McCormick Foundation  
Polk Bros. Foundation  
The Searle Funds at the Chicago Community Trust  
The Zell Family Foundation

## CORPORATIONS

Ativo Capital Management  
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GSG Consultants, Inc.  
Henry Crown and Company  
ITW  
Navigant  
Prado and Renteria CPAs, Prof. Corp.  
Primera  
Quantum Crossings LLC  
Skadden, Arps, Slate, Meagher & Flom LLP

## INDIVIDUALS

Anonymous (5)  
Bram Bluestein  
Rita and John Canning, The Canning Foundation  
Glasser and Rosenthal Family  
Jim Gordon, The Edgewater Funds  
Mr. and Mrs. Michael Keiser  
Liz and Eric Lefkowsky

*“Civic Consulting Alliance has demonstrated great capacity to leverage the expertise resident in Chicago’s business community for civic benefit. From its role anchoring the Recovery Partnership during the recession, to facilitating the transition plans for new leadership at the County and City, Civic Consulting has engaged tens of millions of dollars of pro bono consultant services to improve government performance.”*

**TERRY MAZANY,**

*President and CEO, The Chicago Community Trust*

If you are interested in becoming a funder, please contact Brian Fabes ([bfabes@ccachicago.org](mailto:bfabes@ccachicago.org)).

# Our Board

The board of Civic Consulting Alliance comprises senior leaders from Chicago's most prominent corporate, professional service, nonprofit, and philanthropic organizations. They provide valuable resources such as pro bono project teams, "on loan" executives, and counsel that helps our work have the greatest possible impact.

## James T. Glerum, Jr.\*

BOARD CHAIR

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North America Citigroup Global Markets, Inc.*

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Presidential Professor  
University of Illinois at Chicago*

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The Commercial Club of Chicago*

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*President  
Multi-Fac*

### Kish Khemani

*Partner  
A.T. Kearney*

### Sunil Kumar

*Dean and George Pratt Shultz  
Professor of Operations  
Management  
The University of Chicago  
Booth School of Business*

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*Executive Director  
Women Employed*

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*Senior Vice President, Corporate  
Affairs and Chief Legal Officer  
Hill-Rom Holdings, Inc.*

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Chairman, The Commercial Club  
of Chicago*

### Phyllis Lockett

*President and CEO  
The Renaissance Schools Fund*

### Bruce Lubin

*Executive Managing Director  
and President of Illinois  
Commercial Banking  
The PrivateBank*

### John Matthews

*Principal  
Monitor Deloitte Strategy*

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Smithsonian Institution*

### Laurence Msall

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Mayer Brown*

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ITW*

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*National Practice Leader  
for Litigation  
Jones Day*

### Sheli Z. Rosenberg

*Consultant to  
Skadden, Arps, Slate, Meagher  
& Flom LLP*

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and Chief Financial Officer  
Sears Holdings Corporation*

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*Managing Director,  
Chicago Office  
Accenture*

### Nancy Searle\*

*Senior Advisor  
Civic Consulting Alliance*

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*Vice President of Global  
Corporate Citizenship  
The Boeing Company*

### William Von Hoene\*

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Club of Chicago*

### Gordon Werkema

*First Vice President  
and Chief Operating Officer  
Federal Reserve Bank of Chicago*

### Robert Wislow\*

*Chairman  
CBRE Chicago*

\* executive committee



# Our Leadership Council

The Civic Consulting Alliance Leadership Council is a group of executive- and partner-level business leaders who bring their stature and considerable experience to bear on the issues and opportunities we work on. Council members review our current and developing project portfolio, gather input from colleagues in the business community, recruit new pro bono partners, and provide regular guidance on our work.

## Matthew Crowl

CO-CHAIR  
Partner  
Schiff Hardin, LLP

## Andrew Gottschalk

CO-CHAIR  
Partner  
KPMG LLP

## Bill Abolt

Vice President  
AECOM

## Peter Bresler

North America Practice Leader,  
Health Analytics  
Towers Watson

## Kevin Brockenbrough

Vice President  
and Associate Director  
of Account Planning  
Burrell Communications

## Andrew Burroughs

Partner  
IDEO

## Randy Burt

Principal  
A.T. Kearney

## Theodore Chung

Partner  
Jones Day

## Jamie Cleghorn

Partner  
Bain & Company

## Jill Corcoran

Director of Social Impact  
The Boston Consulting Group

## Barbara Ford

Principal  
Griffin Strategic Advisors LLC

## Janet Foutty

National Managing Director,  
U.S. Technology  
Deloitte Consulting LLP

## Brian Greenblatt

Managing Director  
The PrivateBank

## David Hackett

Partner  
Baker & McKenzie

## Peggy McTigue

Senior Vice President  
CBRE Group, Inc.

## John Murray

President  
Arena Partners, LLC

## Bridget Nicholl Brennan

Partner  
Hall & Partners

## Doug Scott

Associate Principal  
McKinsey & Company

## Michael Segobiano

Senior Manager;  
Client Relationship Executive  
Deloitte Services LLP

## Joseph Seliga

Partner  
Mayer Brown, LLP

## Mark Shadle

Managing Director,  
Corporate Affairs  
Zeno Group

## Whitney Smith

Employment Program Director  
The Joyce Foundation

## Shelley Stern Grach

Central Region Citizenship Lead  
Microsoft Corporation

## Mike Stringer

Co-Founder and Managing Partner  
Datascope Analytics

## John Syvertsen

Senior Principal  
Cannon Design

## Lawrence Wojcik

Partner  
DLA Piper

If you're interested in becoming a Leadership Council member, please contact Steven Shaw ([sshaw@ccachicago.org](mailto:sshaw@ccachicago.org)).

# We grow civic leaders

At Civic Consulting Alliance, our projects provide the opportunity to work on some of the most important issues of the day; issues like economic growth, healthcare, education, and public safety. Team members work with public leaders and implement change on a large scale. Because of our unique scope and access, we are an incubator for Chicago's next generation of leaders.

Our alumni go on to do big things. Some become leaders in the public, non-profit, and for-profit sectors. Others go back to their firms and use their experience to move upward. Some go on to the most prestigious graduate programs in the country.

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*“You are having an impact on the place that you are living in, and you see it, you live it, and I think that can be regenerating and refreshing for people.”*

**GILLIAN DARLOW,**

President and CEO, Polk Bros. Foundation  
and former Civic Consulting Alliance Principal

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*“If you have an inkling of wanting to be a part of the civic landscape of Chicago, I think Civic Consulting Alliance should be your first stop.”*

**DON LAACKMAN,**

President of Champlain College,  
Former President of Harold Washington College of Chicago,  
and former Civic Consulting Alliance Principal

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*“Civic Consulting gave me a step into the world I wanted to get into.”*

**KELLY RUPPEL,**

Chief of Staff, Madison [WI] Metropolitan School District  
and former Civic Consulting Alliance Principal

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*“It was exciting to be around a group of people who were really smart and motivated to improve the public sector. It was a great environment to be in.”*

**LYDIA MURRAY,**

Associate, Deloitte  
Former CIO, Cook County  
and former Civic Consulting Alliance Associate Principal

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# Our alumni go on to do big things

The impact of our work extends beyond projects. Those who work on our teams rise up in their organizations, and those who work on our staff move onto become leaders across Chicago's civic landscape. Alumni include:

## ALUMNI AND LEADERSHIP

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### Rachel Bishop

SVP & Chief Strategy Officer  
TreeHouse Foods

### Gillian Darlow

Chief Executive Officer  
Polk Bros. Foundation

### Don Laackman

Former President  
Harold Washington College

### Tom McKone

VP of Budget, Management,  
& Capital Finance  
Chicago Transit Authority

### Kelsey Burr

Financial Market Utilities  
Supervision & Regulation  
Federal Reserve Bank of Chicago

### Rose Fealy

Chief Financial Officer,  
Director of Finance  
& Administration  
Museum of Science and Industry

### Belinda Li

Founder, CEO  
& Chief Consultant  
CiTTA Partnership

### Lydia Murray

Former CIO,  
Cook County

### Lincoln Chandler

Founder  
Chandler Decision  
Services, LLC

### Shruti Jayaraman

VP of Market Strategies  
AVIA Health Innovations

### Marie Lynch

President & Chief Executive Officer  
Skills for Chicagoland's Future

### Kelly Ruppel

Chief of Staff, Madison [WI]  
Metropolitan School District

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“I was learning every day. I'd use my intuition based on how something would work in the corporate world, and my prediction would not be right. The decision making and ways things get done are quite different in the public sector. Learning about that helps me in the leadership role I have today in a large public institution.”

### ROSE FEALY,

Chief Financial Officer, Director of Finance & Administration  
Museum of Science and Industry

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*“I can say with certainty that my transition team and my administration could not have accomplished what we have thus far without the help of Civic Consulting Alliance, and my administration will increasingly depend on their support to make progress on the City’s most important priorities.”*

**MAYOR RAHM EMANUEL,**  
*City of Chicago*

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*“I greatly value the partnership between Civic Consulting Alliance and Cook County. Civic Consulting’s expertise and ability to link the County with pro bono resources has allowed us to set an ambitious vision of transforming Cook County into the best-run county in the country.”*

**PRESIDENT TONI PRECKWINKLE,**  
*Cook County Board*

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*“Thanks to civic-minded organizations like Civic Consulting Alliance, my administration was presented with the most comprehensive, in-depth transition plan in this State’s history.”*

**GOVERNOR BRUCE RAUNER,**  
*State of Illinois*

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**Civic  
Consulting**  
alliance

21 S. Clark St., Suite 4301, Chicago, IL 60603 (312) 853-9160 [ccachicago.org](http://ccachicago.org)